

NSC 3-3461/A

DEC 2 1957

RECORDED FOR: Brigadier General A. J. Goodpaster
Staff Secretary
The White House

RECORDED : Human Resources for Economic Development

1. With reference to the memoranda on Human Resources for Economic Development, forwarded under a White House memorandum of 4 November 1957. I concur fully with the proposal for additional personnel for government and private enterprise. Such a program is essential if our economic aid to these countries is to achieve fruitful use and counteract Communist efforts in this field.

2. Before the specifics of such a program can be framed in terms of scope or content, some fairly comprehensive studies will be required. I think that these will be best accomplished outside of the Government, through one or more of the foundations, but certainly including the Ford Foundation. The object would be to ascertain how much and what kind of training is needed to make a decisive impact, and just where it is needed most, so that effort is not spread too thinly for any real effect. To make this program effective the emphasis should be focused not on purely a quantitative basis. I suggest that "training" be given to those men who are sufficiently energetic, courageous, honest, hardheaded and realistic to provide effective leadership in political, economic and military affairs. These qualities require something more than conventional "training": a set of attitudes toward society and the individual's relation to it together with a certain sophistication about what is happening in the world and about the nature of communism. In this connection, it might be well for a study group to investigate the problem of developing leadership by trying to find out what influences had conditioned men like Diem, Macapaysay and perhaps Subhawardy in order to determine whether these influences could be brought to bear on the next generation of promising leadership material.

3. It appears likely that the total effort adequate for a solution to the central problem would be costly in funds and manpower. Our allies have the same interest in the problem as we do, and are in

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is positioned to contribute ideas, manpower and some funds. This is particularly true of our KEDO allies.

3. It is obvious that this program would require a great effort, both within and without the Government. To give this effort impetus, direction, organization and coordination will present a good many difficulties. I believe that this aspect of the problem can best be handled by setting up a high-level advisory board with public and private members. The details of coordination of this effort within the Government can, in my view, best be taken care of by assigning the responsibility to the CCB.

4. While it would appear that the Central Intelligence Agency would not appropriately be directly involved in the proposed program, we are, of course, ready to contribute in any way that appears practicable and desirable. This program is, of course, related to our constant effort and our operations to identify and develop upcoming leaders but it would seem advisable to keep these covert operations separate from any overt programs.

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John W. Dulles
Director

[redacted] 2 Dec 57)

Rewritten 6/DCI:JSE:js (2 Dec 57)

0 & 1 - Addressees

- 1 - DCI
- 1 - DDCI
- 1 - DD/T
- 1 - SA/P/DCI
- 1 - ATM
- 1 - FMC
- 1 - EH w/basic

CONCUR:

Signed

Richard M. Bissell, Jr.
SA/P/DCI

DCI cc on routing

FMC + DDCI direct